



## Request for Application (RFA)

The Department of Small and Local Business Development (DSLBD) is soliciting applications from eligible applicants for designation as a DC Main Streets program, which includes a \$175,000 grant, for the following commercial districts.

- Georgetown (Ward 2)
- Kennedy Street/Upper 14<sup>th</sup> Street, NW (Ward 4)
- Lower Georgia Avenue (Ward 1)
- Minnesota Avenue (Ward 7)

### Section 1: Funding Opportunity

**A. DC Main Streets** – DC Main Streets (DCMS) is a program established by the Government of the District of Columbia to stimulate the economic revitalization of declining commercial districts through application of the Main Street Approach®. The National Main Street Center has licensed DC Main Streets within the District of Columbia.

Currently, DC Main Street has designated twelve local programs: Barracks Row Main Street, Deanwood Heights Main Streets, Destination Congress Heights, District Bridges (Columbia Heights and Mount Pleasant), Eastern Market Main Street, Historic Dupont Circle Main Streets, H Street Main Street, North Capitol Main Street, Shaw Main Streets, Rhode Island Avenue Main Street, Tenleytown Main Street, and Van Ness Main Street.

DC Main Streets was established in 2002 and the first programs were designated in 2003. District Bridges (Columbia Heights and Mount Pleasant) and Eastern Market Main Street were the most recently designated programs and they date from 2016.

**B. Program Objectives** – The Georgetown, Kennedy Street/Upper 14<sup>th</sup> Street, NW, Lower Georgia Avenue and Minnesota Avenue Main Streets organizations will develop programs and services to: (1) assist business districts with the retention, expansion and attraction of neighborhood-serving retail stores; and (2) unify and strengthen the commercial corridor.

**C. Eligible Project Areas** – The following geographic descriptions are the suggested district areas. If applicants would like to propose different boundaries, they can do so on the application with a justification for the new boundaries.

1. **Georgetown:** Wisconsin Ave from K St to Whitehaven Pkwy;
2. **Kennedy Street/Upper 14<sup>th</sup> Street, NW:** 14<sup>th</sup> St from Spring Rd to Longfellow St, Colorado Ave between Kennedy St and Longfellow St, and Kennedy St from 14<sup>th</sup> St to North Capitol.
3. **Lower Georgia Avenue:** Georgia Ave from Barry Pl to Kansas Ave;

**4. Minnesota Avenue:** Minnesota Ave from Nannie Helen Burroughs Ave to East Capitol St.

## **Section 2: Award Information**

- A. Number of Awards** – DSLBD will designate one program per neighborhood, for four designations, in total.
- B. Total Funding** – Each designated program will receive a grant of \$175,000 within FY18. The grant is a multi-year, renewable grant, which will be awarded every year in which the designated program continues to meet all performance standards established by DC Main Streets. The annual DC Main Streets allocation is subject to change but it was \$129,000 per program in FY 2017.  
Funding for this award is contingent on continued funding from the grantor. The RFA does not commit the Agency to make an award.
- C. Anticipated Start Dates and Period of Performance** – Successful applicants should expect to begin work by October 1, 2017. The period of performance for this grant will be October 1, 2017 through September 30, 2018.
- D. Funding Restrictions** – The grant may be spent in the following ways:
1. Up to \$80,000 may be spent on administrative costs, including office rental, staff salaries, and office equipment. A full-time staff member must be hired by December 1, 2017.
  2. A minimum of \$35,000 must be spent on sub-grants to business and property owners. Grantees are expected to hire Certified Business Enterprises (CBE's) to provide all services.
  3. A minimum of \$45,000 must be spent on other programmatic costs, including contracts for services, and advertising. Grantees are expected to hire Certified Business Enterprises (CBE's) to provide all services.
  4. As part of other programmatic costs, up to \$7,000 may be spent on accounting and professional audit services. Grantees are expected to hire Certified Business Enterprises (CBE's) to provide all services.
  5. A minimum of \$15,000 must be spent on technical assistance in learning the Main Street Approach® from approved practitioners through workshops or other training sessions. Grantees are expected to hire Certified Business Enterprises (CBE's) or approved not for profit organizations to provide all services.
  6. Up to \$1,000 may be spent on professional dues/membership expenses and up to \$2,000 may be spent on staff/volunteer travel.
  7. Grant funds may only be expended on eligible costs that are set forth in the Letter of Agreement executed with the grant awarded and incurred on or after the Effective Date.

## **Section 3: Eligibility Information**

- A. Eligible Applicants** – Eligible applicants must be nonprofit organizations headquartered in the District of Columbia. Because incorporation can take up to 30 days, potential applicants are encouraged to register well in advance of the grant deadline, if they have not already registered for incorporation as a DC nonprofit organization.

Grants can be awarded only to organizations with no delinquent tax liabilities to the District of Columbia. DC Main Streets will confirm tax obligations with the Office of Tax and Revenue and the Department of Consumer and Regulatory Affairs for all applicants.

**B. Eligibility Documentation** – Applicants must submit the following documentation through their online Application Form:

- 1. Federal Employment Identification Number (FEIN)** – All applicants must have a FEIN number and supply it with the application. Applicants can obtain an FEIN number from [www.irs.gov](http://www.irs.gov).
- 2. Business License** – All applicants must have a valid Basic Business License to operate a nonprofit corporation issued by the District of Columbia and provide the number of that license. Applicants can obtain a Basic Business License from [www.otr.dc.gov](http://www.otr.dc.gov). Applicants who have not yet received 501 (c)(3) exemption from the IRS can work with a non-profit organization who will act as their fiscal agent.
- 3. Financials**—Applicants must provide either A) audited financial statements OR B) unaudited financial statements plus copies of tax filings.

**a) Audited Financial Statements**

- Submit certified financial statements, which were reviewed and certified by an independent CPA within the past 2 years.
- The statements must include the auditor's notes.

**OR**

**b) Unaudited Financial Documents and IRS Documents**

If your Organization is too young (i.e. less than 24 months) to have audited statements, your Organization must submit the documents listed below.

- **Organizational Budget**—Budget (expenses and income) for Organization's current fiscal year
- **Income Statement (or Profit and Loss Statement)** — Income Statement which is no more than 1 year old
- **Balance Sheet**— Current Balance Sheet
- **IRS filings and correspondence for 3 years**—IRS Filings and any correspondence for the last three (3) years before the date of the grant application.

**C. Grant Match** – Applicants should be able to match the DC Main Streets funds with funds raised from private sources within the neighborhood. There is no minimum required match. Applicants should provide a minimum of 10 pledge letters or letters of support from past funders for the organization.

**D. Additional Criteria** – Applicants should demonstrate broad community support, through a minimum of 10 support letters, for the revitalization effort.

## **Section 4: Application and Submission information**

**A. Notice of Funding Availability** – DSLBD published the Notice of Funding Availability (NOFA) in the June 9, 2017 edition of the DC Register ([www.dcregs.dc.gov](http://www.dcregs.dc.gov)). The NOFA is also available at <http://dslbd.dc.gov/service/current-solicitations-opportunities>.

- B. Submission Dates and Process** – Completed applications are due on or before **Friday, August 4, 2017 at 2:00 p.m.** Applicants submitting incomplete applications will be notified by Monday, August 7, 2017 and will have two business days to upload missing information. Corrected applications are due on Wednesday, August 9, 2017 at 2 p.m.

To access the online application forms, an organization must complete and submit an online Expression of Interest (Registration) form at <https://octo.quickbase.com/db/bj3zsamhb>.

DSLBD will activate applicants' online access within two (2) business days and notify them via email. The email will contain instructions on how to access the online application. Please submit only one registration form for your Organization. By requesting an application, your Organization is NOT obligated to apply.

Applications must be made through the online portal. DSLBD will not accept applications submitted via hand delivery, mail or courier service. **Late submissions and incomplete applications will not be reviewed.**

The Agency shall not be liable for any costs incurred in the preparation of applications in response to the RFA. Applicant agrees that all costs incurred in developing the application are the applicant's sole responsibility.

## Section 5: Application Review

- A. Selection Criteria and Review Process** – DSLBD will select a grant recipient through a competitive application process. A review panel will review the applications received by the submission deadline and score them against the following criteria with respective weight. Applicants, who best demonstrate that they are qualified to achieve the program objectives (See Section 1B above), will be awarded the grant. The following criteria will be used to evaluate all applications.
- 1. Capacity and history of the applicant organization** to complete the work requested. Previous projects and the experience of team leaders will show that the applicant possesses the expertise to complete the grant successfully. (25 points)
  - 2. Strength of the project implementation plan** to achieve the desired outcome. Through a description of the implementation plan, including detailed timelines and budgets, applicants will show that they have a sound methodology for addressing the issues outlined above. (25 points)
  - 3. Community “buy in”** to support all projects and to support a revitalization effort of the identified project area. Business and property owners should be involved with preparing the grant application and implementing the projects. They should demonstrate their support with matching funding. (25 points)
  - 4. Creativity and innovation** in addressing revitalization issues. (25 points)
- B. Anticipated Announcement and Award Dates** – The grant recipients will be selected through a competitive application process and notified by September 8, 2017. All other applicants will be notified of the decision no more than one week after the grant has been awarded. A grant agreement between DSLBD and the grantees will be executed by September 29, 2017.

- C. **Selection Notification and Award Documents** – **Selected Applicants must submit the following documents on or before September 18, 2017.** DLSBD reserves the right to withdraw an award offer if the Selected Applicant does not submit these documents and/or does not demonstrate that it meets the eligibility requirements outlined in Section V of this document.
1. Review and return an **executed Grant Agreement**. DSLBD will email the Grant Agreement for signature on or before September 22, 2017. Prior to that, Applicants may view a sample Grant Agreement on the online application home page.
  2. **First disbursement invoice** (the amount will be provided on September 8, 2017).
- D. **Application Acceptance or Rejection**—Applications that do not comply with the application instructions will not be considered. The Agency reserves the right to accept or deny any or all applications if the Agency determines it is in the best interest of the Agency to do so. The Agency shall notify the applicant if it rejects that applicant’s proposal. The Agency may suspend or terminate an outstanding RFA pursuant to its own grantmaking rule(s) or any applicable federal regulation or requirement.

## Section 6: Award Administration

- A. **Award Notices** – DSLBD will notify applicants by email of its decision by September 8, 2017 and send a Notice of Award to the selected grant recipient upon receipt of the following pre-award documents. Below is a summary of the documentation needed IF your Organization is selected for a grant award. An awardee which cannot provide these materials by September 18, 2017 will be disqualified and DSLBD will award the grant to another applicant.
1. **Board Resolution establishing that:**
    - A separate Board of Directors will be constituted to oversee Main Streets program operations and fiduciary control, and to administer grant requirements associated with DC Main Streets and other funds awarded to the Main Streets program, if the new Main Streets program will be housed within an existing organization;
    - Corporate bylaws can be amended to accommodate the DC Main Streets requirements, if necessary;
    - A private sector funding strategy will be implemented to build sustainable Main Streets program operations beyond the year one seed grant;
    - A full-time paid program director will be hired to work exclusively on the Main Streets program;
    - Committees, using volunteer participation, will be formed to implement the Main Street Approach®; and
    - Main Streets board, committees, and executive director will participate in capacity-building training organized by DC Main Streets to help develop a sustainable operating infrastructure, including project management systems, financial control standards, and the Main Street Four Point Approach® to service-delivery.
  2. **Statement of Certification** – Submit a statement signed by the duly authorized officer of the applicant organization, the truth of which is sworn or attested to by the applicant, which states:
    - The individuals, by name, title, address, and phone number who are authorized to negotiate with the Agency on behalf of the organization;

- That the applicant is able to maintain adequate files and records and can and will meet all reporting requirements;
  - That all fiscal records are kept in accordance with Generally Accepted Accounting Principles (GAAP) and account for all funds, tangible assets, revenue, and expenditures whatsoever; that all fiscal records are accurate, complete and current at all times; and that these records will be made available for audit and inspection as required;
- That the applicant is current on payment of federal and District taxes, including Unemployment Insurance taxes and Workers' Compensation premiums. This statement of certification shall be accompanied by a certificate from the District of Columbia OTR stating that the entity has complied with the filing requirements of District of Columbia tax laws and has paid taxes due to the District of Columbia, or is in compliance with any payment agreement with OTR;
- That the applicant has the demonstrated administrative and financial capability to provide and manage the proposed services and ensure an adequate administrative, performance and audit trail;
- That, if required by the grantmaking Agency, the applicant is able to secure a bond, in an amount not less than the total amount of the funds awarded, against losses of money and other property caused by fraudulent or dishonest act committed by any employee, board member, officer, partner, shareholder, or trainee;
- That the applicant is not proposed for debarment or presently debarred, suspended, or declared ineligible, as required by Executive Order 12549, "Debarment and Suspension," and implemented by 2 CFR 180, for prospective participants in primary covered transactions and is not proposed for debarment or presently debarred as a result of any actions by the District of Columbia Contract Appeals Board, the Office of Contracting and Procurement, or any other District contract regulating Agency;
- That the applicant has the financial resources and technical expertise necessary for the production, construction, equipment and facilities adequate to perform the grant or sub-grant, or the ability to obtain them;
- That the applicant has the ability to comply with the required or proposed delivery or performance schedule, taking into consideration all existing and reasonably expected commercial and governmental business commitments;
- That the applicant has a satisfactory record performing similar activities as detailed in the award or, if the grant award is intended to encourage the development and support of organizations without significant previous experience, that the applicant has otherwise established that it has the skills and resources necessary to perform the grant. In this connection, Agencies may report their experience with an applicant's performance to OPGS, which shall collect such reports and make the same available on its intranet website.
- That the applicant has a satisfactory record of integrity and business ethics;
- That the applicant has the necessary organization, experience, accounting and operational controls, and technical skills to implement the grant, or the ability to obtain them;
- That the applicant is in compliance with the applicable District licensing and tax laws and regulations;

- That the applicant complies with provisions of the Drug-Free Workplace Act; and
  - That the applicant meets all other qualifications and eligibility criteria necessary to receive an award under applicable laws and regulations.
  - The grantee agrees to indemnify, defend and hold harmless the Government of the District of Columbia and its authorized officers, employees, agents and volunteers from any and all claims, actions, losses, damages, and/or liability arising out of this grant or sub-grant from any cause whatsoever, including the acts, errors or omissions of any person and for any costs or expenses incurred by the District on account of any claim therefore, except where such indemnification is prohibited by law.
  - Not be debarred from procurements by the federal government, the Government of the District of Columbia or any governmental entity.
- 3. Electronic Fund Transfer form for Bank Account**—Grantees will receive grant disbursements via an electronic transmission to their bank account designated for this grant. To establish this transfer, Grantees must complete, sign and return an ACH form and MSS Supplier form. Applicants may download and review these forms in the online application.
- 4. Proof of Insurance**—Selected Applicants must demonstrate that they are **insured throughout the grant period of performance** (10/1/17 through 9/30/2018) by providing proof of insurance (insurance policy binders or cover pages) for each of the three types of insurance listed below:
- a. General Liability Insurance with DC Government endorsement language in the name of the Applicant Organization. A sample binder with the endorsement language is available in the online application home page (RFA Part 2); and
  - b. Workers Compensation Insurance in the name of the Applicant Organization.
- 5. IRS W-9 form** – Grantee must provide a **completed and signed IRS form W9 with a current date**. The current W-9 form is available at <http://www.irs.gov/Forms-&-Pubs>.

## **B. Administration requirements**

- 1. Sub-contracting and CBE Utilization** – Certified Business Enterprises (CBE) are businesses certified by DSLBD to be local (i.e., headquartered in the District of Columbia), as well as other designations such as small and veteran-owned (Small, Local, and Disadvantaged Business Enterprise Development and Assistance Act of 2005, as amended, D.C. Law 16-33; D.C. Official Code 2-218.01 et seq.). Applicants that plan to subcontract any services are required to hire and contract 35% of those services with a CBE, excluding proposed Program budget that will be expended with other non-profit organizations and other excluded costs pre-approved by DSLBD in its sole discretion. Generally, costs that may be excluded by DSLBD in its sole discretion include services in which there are no CBE companies to provide said services. A Grantee must provide a written request for prior approval of excludable costs. If awarded the Grant, the Organization must comply with the plan or be subject to a fine and/or being barred from entering into future grant agreements with DSLBD.

Applicants may **locate CBE businesses** by searching the online CBE database at <http://lsdbe.dslbd.dc.gov/public/certification/search.aspx>.

- 2. Language Access** – If awarded a grant, Grantee Organizations and their subcontractors would need to comply with the Language Access Act of 2004, D.C. Law 15-167, (D.C. Official Code §§2-1931 - 1937) (“Language Access Act.”) A person with “Limited or no-English proficiency” (“LEP/NEP”) means the inability to adequately understand or to express oneself in the spoken or written English language.

The Grantee/subcontractor shall provide a means of communicating with LEP/NEP persons (e.g., oral or written translation) and report these interactions on a quarterly basis to DSLBD.

**C. Reporting** – Grantees will use an online reporting system to report:

1. Quarterly progress reports, which demonstrate that the grantee is making measurable progress in meeting deliverables outlined in the grant agreement.
2. Quarterly expense reporting which comprises submitting expense justification documentation (receipts) **for all expenses** for which grant funds are used.

**D. Payment** – Grantees will receive a start-up disbursement by November 15, 2017. The initial amount will be approximately 25 percent of the full Grant Award. Thereafter, DSLBD will issue disbursements according to a quarterly schedule if Grantee is current with its monthly and quarterly reporting requirements. A fifth and final disbursement is contingent on complete reporting and will be adjusted for inadequately documented expenses. DC Government pays all invoices within 30 days of receipt of invoice if the Grantee is current with all its reporting. Disbursements will be sent via electronic fund transfer to the Grantee’s separate bank account for the Program grant funds.

## Section 7: Reservations

Funding for any grant award is contingent on continued grantor funding. The publication of Request for Applications does not commit DSLBD to make any awards.

DSLBD reserves the right to issue addenda and/or amendments subsequent to the issuance of the NOFA or RFA, or to rescind the NOFA or RFA. Funding for this award is contingent on continued funding from the grantor. The RFA does not commit the Agency to make an award.

DSLBD may suspend or terminate an outstanding RFA pursuant to its own grantmaking rule(s) or any DSLBD federal regulation or requirement.

DSLBD reserves the right to accept or deny any or all applications if DSLBD determines that is in the best interest of the District to do so.

DSLBD shall not be liable for any costs incurred by an applicant in the preparation of one or more grant applications for this Program. The applicant understands and agrees that all costs incurred in developing and preparing any grant application shall be the applicant’s sole responsibility.

DSLBD may conduct pre-award on-site visits to verify information submitted in a grant application.

DSLBD serves as its own reference in evaluating applications. Applicants’ performance in managing previous grants will be factored into grant decisions.

DSLBD may enter into negotiations with an awardee and adopt a firm funding amount or other revision of the awardee’s proposal that may result from the negotiations.

In the event of a conflict between the terms and conditions of the grant application and any applicable federal or local law or regulation, or any ambiguity related thereto, then the provisions of the applicable law or regulation shall control and it shall be the responsibility of the applicant to ensure compliance.

DSLBD reserves the right to issue addenda and/or amendments subsequent to the issuance of the NOFA or RFA, or to rescind the NOFA or RFA. DSLBD will post addenda or amendments in the online application (see below). Applicants are responsible to review and adhere to any RFA addenda or amendments.

## Section 8: Questions

Interested Applicants may ask questions at the following opportunities.

- A. Ask questions at the **Pre-Submission Meeting** on Thursday, June 29, 2017 at 3:00 pm at 441 4th Street NW, Washington DC 20001, Suite 805 South.
- B. Email questions to Cristina Amoruso at [cristina.amoruso@dc.gov](mailto:cristina.amoruso@dc.gov). DSLBD will share the questions and responses with all organizations that have started the online application.

## Section 9: Submission Tips

- A. **Save frequently**, (green button in upper right corner of each page).
- B. **Create narrative responses offline** (e.g., in Word) and then copy into the online form fields.
- C. **Allow ample time to upload large documents** (i.e., attachments greater than 10MB in size), which may take longer to upload.
- D. **Complete submission before the deadline** to avoid any computer server bottleneck that may occur if many users try are submitting in the final hour or day.
- E. **Build in time to review final responses** to make sure last changes are reflected in application.
- F. **Do not wait until the last day to apply**. Your computer could die. There could be an emergency at your organization. None of these problems will change the deadline.

## Section 10: Information to be Provided through the Application

- A. **Legal name of applicant**. This name will be used to verify incorporation. Applicants should not register a name containing the words “Main Street” or any variation thereof. Use of the phrase “Main Streets” as part of the name is available only to designated organizations and only as a trade name.
- B. **Contact information** for Primary Contact Person, including email, phone and physical address.
- C. **Ward** in which applicant’s office is located.

- D. Federal Employment Identification Number (FEIN)** for applicant.
- E. DC Business License Number.** All organizations, nonprofit and for-profit, are required to have a business license.
- F. Copy of most recent Certified Audit**, including notes. If organization is less than 2 years old and has not conducted a certified audit, copies of tax filings from past three (3) years, balance sheet, and income statement, and organization annual budget.
- G. Letters of support** from commercial district stakeholders, including pledges from current or potential funders, business owners, property owners, partner organizations, elected officials, and customers. Applicant should include at least 20 letters.
- H. Images.** Applicant should upload at least 20 high-resolution images illustrating the assets and liabilities of the district. The title of the file should describe what is being shown in the photograph. Photographs can also illustrate accomplishments made by the applicant.
- I. First Source Agreement.** Applicants are required to sign a First Source Agreement with the Department of Employment Services. Pursuant to Mayor's Order 83-265, DC Law 5-93 and DC Law 14-24, as amended, one of the primary goals of the District of Columbia government is the creation of job opportunities for District of Columbia residents. Accordingly, potential grantees must enter into a First Source Employment Agreement with the Department of Employment Services (DOES) upon award of any grant proceeds. The First Source Agreement will require the grantee to: (i) use diligent efforts to hire and require its architects, engineers, consultants, contractors, and subcontractors to hire at least fifty one percent (51%) District of Columbia residents for all new jobs created by the Project, all in accordance with such First Source Employment Agreement and (ii) use diligent efforts to ensure that at least fifty one percent (51%) of apprentices and trainees employed are residents of the District of Columbia and are registered in apprenticeship programs approved by the D.C. Apprenticeship Council. A First Source Agreement template can be found at [www.does.dc.gov/node/161672](http://www.does.dc.gov/node/161672).
- J. Narrative Responses:**
1. Describe your organization's history, in 250 words.
  2. State your organization's core mission, in 50 words.
  3. State your organization's goals for the period of performance, in 125 words.
  4. State your organization's key accomplishments, in 500 words.
  5. Describe how your organization will build upon the Main Street district's major assets and mitigate its liabilities, in 250 words.
  6. Of the major liabilities and needs, describe the role your organization will have in improving them and state which will be a priority for it to address immediately, in 250 words.
  7. Describe how your organization has achieved broad-based community support and involvement, in 300 words.

8. Describe your organization's capacity to make the Main Street program operational within 30 days of grant award, in 250 words. Include strategy for engaging board of directors and hiring an Executive Director.
9. List of all Team Members working on this application and list of people who will initiate the project and include their relevant experience/expertise, in 250 words. Include additional relevant experience/expertise and full contact information as a separate document in the Additional Documents section.
10. Project Description – Please outline the commercial revitalization project applicant intends to implement, if designated as a DC Main Streets program. Limit to 250 words.
11. Project Outcomes – Please list four outcomes, which this project would achieve and which align with DSLBD's goals for this grant, in 250 words.
12. Project Work Plan – Please provide a detailed scope of work that shows how the applicant plans to provide the required services and a timeline for project implementation and delivery of services. For each subset of the project include specific, measurable program objectives and the task/activities that will be carried out. When accomplishments cannot be quantified by activity or function, list them in chronological order to show the schedule of accomplishments and their target dates. Describe how outcomes and outputs will be measured, e.g. number of customers reached through a new marketing activity. Limit response to 1,000 words

## K. Budget

Fill out in the online QuickBase application according to the template. Note: No more than 45% of the project costs should be administrative ones (work space costs, insurance premiums, etc.). Additionally, 55% of the total budget must be spent on programmatic and training activities.

### 1. Proposed Budget

		DSLBD Contribution	Program Contribution	Total
<b>Income</b>				
	Board of Directors Contributions			\$0.00
	Business Contributions			\$0.00
	Corporate Contributions			\$0.00
	Individual Contributions/Memberships			\$0.00
	DC Government (including DC MAIN STREETS)	\$175,000.00		
	Business Improvement District			\$0.00
	Fees for Services			\$0.00
	Event Income			\$0.00
	In-Kind Donations			\$0.00
	Other			\$0.00
<b>Total Income</b> (must equal total expenses)		\$175,000.00		\$175,000.00

<b>Expenditures</b>				
<b>Administrative Expenses</b>				
	Executive Director salary			\$0.00
	Executive Director benefits			\$0.00
	Salary - other			\$0.00
	Benefits - other			\$0.00
	Rent			\$0.00
	Utilities			\$0.00
	Communications (phone, Internet)			\$0.00
	Insurance			\$0.00
	Office Supplies			\$0.00
	Postage			\$0.00
	Printing			\$0.00
	Photo Supplies			\$0.00
	Other			\$0.00
<b>Total Administrative Expenses</b>		<b>\$80,000.00</b>		<b>\$80,000.00</b>
<b>Program Implementation</b>				
	Market analysis			\$0.00
	Accounting & Professional Audit Services	\$7,000.00		\$7,000.00
	Sub-grants to business owners	\$35,000.00		\$35,000.00
	Advertising			\$0.00
	Organization Committee			\$0.00
	Promotion Committee			\$0.00
	Design Committee			\$0.00
	Economic Restructuring Committee			\$0.00
	Contingency			\$0.00
<b>Total Program Implementation</b>		<b>\$80,000.00</b>		<b>\$80,000.00</b>
<b>Technical Assistance from Approved Providers</b>				
	Professional Dues/ Membership	\$1,000.00		\$1,000.00
	Staff/Volunteer Travel	\$2,000.00		\$2,000.00
	Year End Program Evaluation			\$0.00
	Other			\$0.00
<b>Total Technical Assistance from Approved Providers</b>		<b>\$15,000.00</b>		<b>\$15,000.00</b>

Other:_____			
<b>TOTAL EXPENSES (must equal total income)</b>	\$175,000.00		\$175,000.00

**2. Fund Development Strategy.**

Describe how you plan to secure the projected income identified above. What is your organization's fund development strategy for the proposed Main Streets program? Please include specific actionable steps and ensure the strategy you describe is realistic. Please limit answer to 500 words.

**3. Certification of Funding.**

Applicants will need to provide the dollar amount of their cash in the bank and the dollar amount pledged for funding Year 1 of the local Main Streets program and that these funds are allocated exclusively for the Main Streets program.

**4. Evidence of Funding**

Attach pledges and/or other written documentation of *all* committed Main Streets program funding sources (including public and private funds and cash, and in-kind donations).